

State Significant Development Application: Central Barangaroo Early Works – Phase 2

SSD-46922214

Engagement Report

Client: Aqualand B Development Holding Pty Ltd

Date: May 2025

CONTENTS

Acknowledgment of Country		3
1	INTRODUCTION	4
1.1	Project summary	4
1.2	The Site	5
1.3	Background and Related Applications	6
1.4	Works Description	7
1.5	Staging	7
1.6	Future applications	8
1.7	Barangaroo construction context	8
2	ENGAGEMENT OVERVIEW	9
2.1	Engagement history	9
3	FEEDBACK RECEIVED	11
3.1	City of Sydney	11
3.2	Sydney Water	12
3.3	Heritage NSW	15
3.4	DPE Environment and Heritage (now DPHI/DCCEEW)	16
3.5	NSW EPA	17
3.6	Sydney Metro	17
3.7	TfNSW	17
3.8	AUSGRID	18
3.9	Precinct neighbours	18
3.10	Neighbouring community	19
4	ONGOING CONSULTATION FOR SSD-46922214	22

Acknowledgment of Country

We acknowledge the Gadigal people who are the Traditional Custodians of the land on which Barangaroo is located. We also pay respect to the Elders of the Eora Nation both past and present and extend that respect to all Aboriginal people.

	Name	Date	Signature
Prepared by:	Brendan Blakeley	23 May 2025	
Client review by:	Michelle Mason	27 May 2025	
Finalised by:	Brendan Blakeley	28 May 2025	

Prepared for

Victor Kardash
Aqualand B Holding Pty Ltd

Elumni Consulting

Brendan Blakeley
Director
0412 686 026
brendan@elumni.au

1 Introduction

This Stakeholder Engagement report has been prepared by Elummi Consulting to accompany a State significant development application (**SSDA**) for the proposed second stage of early works associated with the future mixed-use development of Central Barangaroo (set out under **MP06_0162**).

This report outlines consultation undertaken to prepare the SSDA and outlines how the feedback of stakeholders engaged has informed the final application. As summarised in Table 1 below, this report has also been prepared to address the relevant conditions of the approved Barangaroo Concept Plan (MP06_0162) and the Secretary's Environmental Assessment Requirements (SEARs) issued for SSD-46922214 issued on 31 August 2022.

Table 1 SEARs engagement requirements

Item	Description of Requirement	Report Reference
19	<ul style="list-style-type: none">» detail engagement undertaken and demonstrate how it was consistent with the Undertaking Engagement Guidelines for State Significant Projects.» detail how issues raised and feedback provided have been considered and responded to in the project. Consult with:<ul style="list-style-type: none">· the relevant Department assessment team.· any relevant local councils.· any relevant agencies.· the community.» if the development would have required an approval or authorisation under another Act but for the application of s 4.41 of the EP&A Act or requires an approval or authorisation under another Act to be applied consistently by s 4.42 of the EP&A Act, the agency relevant to that approval or authorisation.	Engagement Report Appendix AB

1.1 Project summary

The proposed SSDA seeks approval for early works associated with the future mixed-use development of Central Barangaroo (set out under **MP06_0162**). The proposal seeks to undertake bulk excavation and site establishment works for the installation of the perimeter retention wall, and conduct remediation and archaeological investigations within the site.

These works will facilitate the provision of future basements, consistent with the parameters set out under the approved Concept Plan for Barangaroo under MP06_0162.

The works subject of the SSDA include the following:

- » Establish the site and installation of temporary plant and machinery, including dewatering and bentonite slurry plant and ancillary services,
- » Construction of perimeter retention wall, including any required excavation, associated rock anchors and PRW capping beam construction,
- » Associated remediation and Archaeological investigations in the area of excavation and works,
- » Provision for future services,
- » Associated “tie-in” works to Metro Interface Wall and the secant pile wall proposed by the applicant under SSD-39587022,
- » De-stressing and removal of existing anchors supporting Sydney Metro pile wall,
- » Bulk excavation for the provision of a future basement and associated rock anchors (including anchors to support the secant pile wall approved in SSD-39587022,
- » Construction of foundation piling,
- » Installation of waterproofing membrane,
- » Construction of hydrostatic slab, and
- » Structure and waterproofing for the Barangaroo Metro station southern entrance interface next to the existing Sydney Metro pile wall.

The proposal does not seek approval of any buildings, or the design, construct and use of the basement. These will be subject to future detailed SSDAs for Central Barangaroo, consistent with the outcomes of MP06_0162.

1.2 The Site

Central Barangaroo, forms part of the wider Barangaroo Precinct comprising a total area of 22ha. It is located in the north-western edge of Sydney CBD and falls within City of Sydney Local Government Area (**LGA**). Barangaroo Precinct interfaces with Hickson Road in the east, the foreshore in the west, Walsh Bay to the north and Darling Harbour in the south.

The Precinct is divided into the following three distinct development areas.

- » Barangaroo South (approx. 7.5ha) – Located at the southernmost end of Barangaroo Precinct. Progressively built over the last six years and includes mixed-use neighbourhood comprising commercial office buildings, mixed use buildings, shops, cafes, hotel and community uses.
- » Central Barangaroo (approx. 5.2ha and area subject of SSDA) – Located between Barangaroo South and Barangaroo Reserve. Currently vacant and undergoing site preparation works to facilitate a mixed-use area with a focus on retail activation, residential and community uses.
- » Barangaroo Reserve (approve 6.1ha) – Located in the northern end of the Precinct featuring Barangaroo Reserve. Featuring open space and lookout points to Sydney Harbour, Nawi Cove and Marrinawi Cove. Barangaroo Reserve features the Cutaway – a future arts and cultural entertainment space.

The above results in a total area of 18.8ha. The residual 3.2ha is represented by the reshaping of the former industrial headland into Barangaroo Reserve and the creation of Nawi Cove as a substantial water body within the Barangaroo site, forming the original 22ha. A summary of the site is provided in **Table 1**.

Proposal site details - Central Barangaroo

Item	Description
Site Area	5.2ha (approx.) of the 22ha Barangaroo Precinct
Ownership	Infrastructure NSW
Legal Description	Lot 52 Deposited Plan 1213772

The area currently features a large concrete hardstand area/construction site that is occupied by temporary structures for site preparation works, machinery, materials and vehicle parking for site workers. Hoarding is currently erected around the Central Barangaroo site.

1.3 Background and Related Applications

Concept Application MP06_0162

The Barangaroo Concept Plan was approved on 9 February 2007 under Part 3A of the EP&A Act 1979. It has been modified several times since 2007. The original Concept Plan was facilitated through an amendment to Schedule 3 of *State Environmental Planning Policy (Major Development) 2005* now consolidated into *State Environmental Planning Policy (Precincts – Eastern Harbour City) 2021 (PEHC SEPP)*. The SEPP establishes the land use, height, GFA and other provisions relating to the planning and development of Barangaroo.

The Approved Concept Plan

Following several modifications up to MOD 11, the approved Concept Plan that applies to Barangaroo currently is described in Condition A1 of the Instrument of Approval and is generally summarised to include the following key elements.

- » A mixed-use development with a maximum of 655,864m² of GFA comprised of:
 - a maximum 237,031m² of residential GFA of which a maximum 162,031m² will be in Barangaroo South,
 - a maximum 76,000m² of GFA for tourist uses of which a maximum 59,000m² will be in Barangaroo South,
 - a maximum 44,766m² of GFA for retail uses of which a maximum 30,000m² will be in Barangaroo South,
 - a maximum 5,000m² of GFA for active uses in the Public Recreation zone of which a maximum 3,500m² will be in Barangaroo South, and
 - a minimum of 14,800m² of GFA for community uses.
- » Approximately 11 hectares of new public open space/public domain, with a range of formal and informal open spaces serving separate recreational functions and including an approximate 2.2km foreshore promenade.

Central Barangaroo Early Works Phase 1 SSDA-39587022

SSDA-39587022 was approved by the Independent Planning Commission on 29 January 2025 and includes the following.

- » Partial demolition of an existing shoring wall capping beam along Hickson Road.
- » Construction of a new secant pile retention wall (approx. 150m long).
- » Excavation of land related to construction of the secant pile retention wall.
- » Localised remediation related to the secant pile retention wall.

- » Associated Archaeological Investigations in the area of excavation and works.
- » Sydney Metro / Hickson Road interfaces – perimeter retention wall interface works, and Hickson Road public domain interface works.
- » Relocation of stormwater and other services to enable the permanent works outlined above.

1.4 Works Description

Site Establishment

The proposal will establish a site construction establishment zone in the western portion of the site in between the proposed wall and Wulugul Walk. The site construction establishment zone will include provision for the installation of site sheds, the water treatment plant, bentonite plant and a compound area for construction staging zones.

Perimeter Retention Wall

The primary works proposed involve the construction of a reinforced concrete perimeter retention wall with supporting capping beams. The width of the wall is approximately 1.2m and will extend from the existing ground (approx. RL -2.5m) to a maximum depth of approximately RL - 25m within the rock bed.

The junction of the capping beam and the wall will be constructed over the sea water line (at the 'king' tide level) which sits at approximately RL -1.1m. The wall will extend around the northern, western and southern perimeter boundaries of the extent of excavation. The wall will continue below the level of bulk excavation subject to the existing rock profile to satisfy the design requirements.

The junction between the northern extent of the proposed wall and the existing Sydney Metro pile wall will be coordinated with Sydney Metro, structural engineering, geotechnical engineering and water-proofing consultant. Similarly, the junction between the southern extent of the proposed wall and the secant pile wall (proposed by the applicant, refer SSD-39587022) will be coordinated to ensure alignment.

Bulk Excavation

The proposed works seek consent for the bulk excavation required to accommodate the proposed perimeter wall and provision for a future basement associated with the approved Concept Plan MP06_0162.

It is estimated that approximately 277,400m³ of material will be excavated from the site within the perimeter wall. Excavation will reach a maximum depth of approximately RL -11.2m, and approximately RL -14m at the Sydney Metro interface, subject to design and Sydney Metro interface requirements.

Consent for the construction of the basement structure and future uses is not sought in this application and will be subject to a separate future detailed SSDA.

1.5 Staging

Construction and excavation are anticipated to be undertaken over an approximated 28-month program. It is envisaged that the proposed early works will largely be carried out in the five following stages.

Stage 1

- » Carry out archaeological investigation works.

- » Site establishment works (including installation of site sheds, Bentonite plant).
- » Installation of temporary construction pads and initial construction of approximately a 339m length of the perimeter retention wall.

Stage 2

- » Progress site establishment works as needed on site.
- » Continue wall construction.
- » Carry out associated remediation as required during construction of the wall.
- » De-mobilise PRW plant and equipment.
- » Mobilise de-watering and water treatment plant.
- » Construct capping beam.

Stage 3

- » Full extent of bulk excavation and remediation works (approximately 277,400m³) and install temporary rock anchors.
- » Tie in-works, including establishing waterproof connection, with Sydney Metro interface wall and proposed Central Barangaroo secant pile wall (refer SSD-39587022).
- » Removal of de-stressed Sydney Metro rock anchors.

Stage 4

- » Foundation piling.

Stage 5

- » Installation of the waterproofing membrane and construction of the hydrostatic slab (approximately 1400 mm thick).

1.6 Future applications

Separate detailed SSDAs will be prepared and submitted seeking approval for future development associated with the mixed-use development at Central Barangaroo including, basement, public domain, and above ground building works.

1.7 Barangaroo construction context

There are several major construction and urban development projects that will coincide with these proposed early works including the following nearby projects.

- » Restoration and renewal of Hickson Road.
- » Construction of Harbour Park within Central Barangaroo.
- » Fit out of the Cutaway into an arts venue.

2 Engagement Overview

2.1 Engagement history

Over the course of planning and delivering Barangaroo there has been extensive engagement regarding the evolving Concept Plan for the precinct. Consultation commenced in 2009 with the former BDA, and since mid-2019 INSW, working alongside development partners to engage key stakeholders, neighbours, and government agencies, on the future uses and plans for Barangaroo.

Engagement led by the former BDA and INSW has included:

- technical Working Groups,
- ongoing engagement of government agencies including TfNSW, Sydney Metro, EPA, and DPIE,
- community and stakeholder briefings, meetings and drop in-sessions,
- doorknocks,
- formal planning exhibitions and submissions on various modifications, and
- website updates, project update newsletters and notification letters.

Since late 2020, INSW and the Central Barangaroo development partner have consulted on the proposed changes that form the basis of MOD 9. In this process input has been sought from a wide range of stakeholders including:

- relevant agencies
- City of Sydney
- neighbouring developers within South Barangaroo
- Sydney Metro
- utility providers
- two established groups representing the interests of residents and businesses in Millers Point and Walsh Bay.

This more recent engagement built on previous consultation and was designed to enable individuals and organisations with a likely direct interest in the Barangaroo to have an opportunity to express their views.

Engagement has occurred through the following mechanisms.

- » Requests for comments from advising agencies to inform the final SEARs issued via DPE (now DPHI) on 31 August 2022 to:
 - City of Sydney
 - Sydney Metro
 - TfNSW
 - Sydney Water
 - Heritage NSW
 - DPE Water (now DCCEW Water)
 - Environment and Heritage Group (EHG) now DCCEEW
 - NSW EPA.

- » Additional direct engagement by Aqualand during preparation of this application was undertaken with:
 - INSW through ongoing communications between Landowner and developer, under the Central Barangaroo Delivery Agreement.
 - Lendlease and Crown
 - Sydney Metro.
- » Through April 2024-April 2025 approaches were made to all relevant agencies. Additional meetings were held with:
 - TfNSW
 - Sydney Water
 - AUSGRID
 - DCCEEW
 - HNSW
 - City of Sydney.

Details of the outcomes of this engagement can be found in Section 3 of this report.

Targeted community consultation was undertaken in 2025 by Aqualand and included the following.

- » A presentation to the 20 March 2025 Quarterly Community Forum convened by INSW with representatives from:
 - Millers Point Residents Action Group
 - Walsh Bay Management Association
 - DEXUS (The Bond Hickson Rd)
 - Langham Hotel.
- » A meeting with the concierge services manager for One Sydney Harbour on 26 March 2025.
- » On 04 April 2025 Aqualand met with the KU Lance Children’s Centre 37 High St.
- » A presentation to the Walsh Bay Precinct Association Committee was undertaken on 21 May 2025.
- » Aqualand has made repeated approaches to brief the concierge services manager for Crown Residences to consult on this application. As yet, no reply has been received. Aqualand will continue to make representations to meet.

Details of this engagement can be found in Section 3.9 and 3.10 of this report

Registered Aboriginal parties were also engaged and details of this are outlined in the ACHAR Report found in Appendix J of the EIS.

The level of engagement to develop this application is proportionate with the scale and impact of the proposed works and consistent with the *Undertaking Engagement Guidelines for State Significant Projects*.

The next stage of engagement will be the statutory exhibition of the Early Works SSDA that will be undertaken by the Department of Planning, Housing and Infrastructure. This will enable the proponent to seek final feedback on the proposal and provide considered responses to the breadth of feedback received.

3 Feedback received

3.1 City of Sydney

In commenting on the SEARs the City of Sydney requested the following matters be addressed.

Matters raised	Proponent response
Traffic, Transport and Accessibility	These measures are included and outlined in: » Traffic, Transport and Accessibility Assessment, Appendix M
Contamination and Remediation	These measures are included and outlined in: » Remedial Works Plan EWDA-02, Central Barangaroo, EDP 2024 (S-04478.RWP.EDWA-02) » Acid Sulfate Soils Management Plan EWDA-02, Central Barangaroo, EDP 2024 (S-04478.AQL.EDWA-02-ASSMP) » Asbestos Management Plan EWDA-02, Central Barangaroo, EDP 2024 (S-04478.AQL.EDWA-02-AMP) » Above documents have been subject to Auditor Advice (Ramboll Pty Ltd) issued 20/03/2024
Waste Management	» These measures are included and outlined in Construction & Demolition Waste Management Plan Appendix Z
Public Domain	» Not relevant to this current DA

Aqualand presented to the City of Sydney Construction & Building Certification Services team on 01 May 2024. The following matters were noted.

Matters raised	Proponent response
City of Sydney noted their interests and wider internal discussions and considerations regarding the re-opening of the western footpath. No current resolution but is a WIP discussion.	» The current intent is to provide a pedestrian walkway along the western footpath in front of the eastern boundary.
Consideration is needed regarding the future provision of work zones along Hickson Road to service construction vehicles delivering materials to Central Barangaroo. Application will involve the Traffic Committee which includes City of Sydney, TFNSW and others.	» The work zones will need to be in operation by late 2025. » Vehicle circulation can occur within the site up until the completion of these works. This is particularly important for longer truck and dog and semi-trailers to avoid entering Walsh Bay.

Aqualand presented to the City of Sydney Planning team on 1 April 2025. The following matters were noted.

Matters raised	Proponent response
Design Excellence Process	<ul style="list-style-type: none"> » A curatorial approach to architectural selection (both local and international) for the above ground works is proposed as well as a State Design Review Panel. » Not relevant to this DA being works below ground.
Metro Southern Entry	<ul style="list-style-type: none"> » A southern portal is proposed (similar to the northern portal) and ongoing consultation with Sydney Metro is occurring to achieve regulatory approvals. » The subject DA does not include these works.
Public Domain	<ul style="list-style-type: none"> » The future public domain will be pedestrian focussed but active transport will form part of the access network. » The subject DA does not include these works.
Basement	<ul style="list-style-type: none"> » Similar construction methodology and design as Barangaroo South. Basement will be located fully below ground and flooding will be considered in the design. » The subject DA does not include the finished basement or public domain levels.
Retail Mix & Location	<ul style="list-style-type: none"> » The retail is yet to be refined. » The subject DA does not include retail.

3.2 Sydney Water

In commenting on the SEARs Sydney Water noted the same matters for Early Works SSDA – Phase 1, with additional consideration to be given to the following matters:

Matters raised	Proponent response
Due to the proximity of the proposed bulk excavation and site works to Sydney Water’s sewage pumping station SPS1129, a Specialist Engineering Assessment (SEA) is required to be undertaken.	Specialist Engineering Assessment (SEA) has been undertaken and submitted to Sydney Water who has confirmed that the proposed methodology and mitigation measures are acceptable.
<p>The pump station SPS1129 appears to be founded on and socketed into sandstone bedrock, which should minimise ground movement due to the adjacent excavation.</p> <p>However, the geotechnical report has not discussed the likely fracturing to the bedrock in the vicinity to the pumping station during its original construction (i.e. fracturing of the</p>	<ul style="list-style-type: none"> » In-situ horizontal stress in Sydney Sandstone is significantly high. The past excavation and construction of the pump station may reduce in-situ stress in the vicinity bedrock and hence lead to less horizontal movement of the CBD shoring wall which will result in less movement impact on the pump station due to the CBD excavation. Disturbance to the

<p>surrounding rock due to the excavation for the wet well and emergency storage tank).</p> <p>The engineering assessment of the proposed excavation support will need to consider:</p> <ul style="list-style-type: none"> » the ‘stress history’ and likely disturbed nature of the sandstone in the vicinity of the pumping station. The fill materials and natural soils above the sandstone bedrock appear to have been locally modified during adjacent excavation and remediation works (photos from 2016-2017) by jet grout stabilisation. Consideration of how this soil stabilisation will impact the stress regime of the construction activities is necessary (e.g. lateral stresses, vibration from machinery etc.). » The geotechnical report states that 2D finite element modelling will be undertaken. The SP1129 is at the corner of the proposed excavation, hence it would be prudent to consider some 3D effects of the ‘corner’ of the excavation. » Imagery shows the SPS1129 to have (or what appears to be) an electrical kiosk at the northern end. The photos from the 2016-2017 excavation/remediation also show this electrical kiosk as partially supported on the SP1129 concrete structure. The SEA will need to demonstrate how the electrical kiosk and associated services will be supported to maintain SPS operations during the adjacent excavation. » Clear vibration monitoring and movement on the structure must be addressed in the SEA » Structural integrity of existing SP1129 and associated works shall be assessed to understand the risk. <p>The SEA report shall be prepared to Sydney Water Procedure of Specialist Engineering Assessment. The Sydney Water Procedure of SEA is still relevant and will be used as the basis.</p>	<p>sandstone bedrock during the pump excavation is unknown. However, the recent construction of pump station in 2004 , well documented as built, would likely indicate low likelihood of any disturbance to the founding bedrock subgrade. It is understood that backfill in 2016-2017 around the pump station was undertaken in a well-controlled manner by Lendlease as part of the remediation works for the old gasworks. Hence the backfill quality impact on the pump station can be considered as minor or none.</p> <ul style="list-style-type: none"> » 3D geotechnical assessment has been undertaken. » 3D analysis showed negligible movements impact on the pump station and the associated service due to the CBD excavation. The negligible impact should be applied to the electrical kiosk that is mounted on the pump station. » Vibration monitoring plan has been nominated and included in the SEA. » Structural integrity of the existing SP1129 and associated works have been assessed and reported in the SEA report. » Detailed assessment has been submitted to Sydney Water who has confirmed that the methodology and mitigation measures are acceptable.
<p>The proponent must obtain endorsement and/or approval from Sydney Water to ensure that the proposed development does not adversely impact on any existing water, wastewater or stormwater main, or other Sydney Water asset, including any easement or property.</p>	<p>» Noted.</p>
<p>When determining landscaping options, the proponent should take into account that certain</p>	<p>» Not part of current DA.</p>

tree species can cause cracking or blockage of Sydney Water pipes and therefore should be avoided.	
--	--

Aqualand met with Sydney Water representatives on 29 April 2024. The following matters were noted.

Matters raised	Proponent response
<p>Assets surrounding the site:</p> <ul style="list-style-type: none"> » Potable Watermain in Hickson Road » Waste Water mains in Hickson Road » SPS1129 » Stormwater 	<p>» As discussed above with regard to the SPS and refer to Integrated Water Management Plan, Appendix S regarding water and stormwater assets.</p>
<p>Specialist Engineer Assessment:</p> <ul style="list-style-type: none"> » Pertaining to Early Works SSDA 2 » Settlement analysis to be completed for asset impact analysis 	<p>» As above.</p>
<p>Required ECS competencies:</p> <ul style="list-style-type: none"> » Structural S3 Designer and S4 Verifier » Geotechnical G3 Designer and G4 Verifier » Civil C3 Designer and C4 Verifier » IV required S4 and G4. C4 TBA <p>Project to issue IV ECS and CV for Sydney Water endorsement.</p>	<p>» As above.</p>
<p>The detailed design and review of asset adjustments relating to relocation of SPS1129 to occur after the EWDA2 commencement and Out-of-Scope BPA required for CC2.</p>	<p>» As above.</p>
<p>The Construction Methodology should include detailed plan demonstrating how access to the SPS1129 is to be maintained during the construction period.</p> <p>Relocation of SPS1129 to occur as part of EWSSDA3. Date TBA.</p>	<p>» As above.</p>
<p>The project to seek future advice from Sydney Water to commence work for shoring walls located outside the asset Zone of Influence to de-risk the program. AQL noted that this is a last resort contingency in the unlikely event that the SEA is not approved before January 2025.</p>	<p>» As above.</p>
<p>Should the SEA be submitted in accordance with the Sydney Water specifications it would likely be resolved within 1-2 months following date of submission.</p>	<p>» The SEA was issued to Sydney Water, comments were received, addressed and closed out during Q3/Q4 2024.</p> <p>» The letter of approval from Sydney Water together with conditions is expected in April 2025.</p>

3.3 Heritage NSW

In commenting on the SEARs, Heritage NSW requested the following matters be addressed:

Matters raised	Proponent response
<p>It is noted there will be a cumulative heritage impact and loss throughout the Barangaroo development area of undisturbed Aboriginal landscapes and Post-Contact European industrial elements of the site (historic wharves, jetties, ancillary infrastructure, buildings, seawalls and deposits).</p> <p>The Sydney Metro discovery in the immediate vicinity of Australia's oldest European-built vessel (Barangaroo Metro Station works – Barangaroo shipwreck) is indicative of the potential for State significant archaeology to survive in the immediate area of the proposed works.</p> <p>The cumulative impact and overall loss of the Darling Harbour foreshore archaeological resource through development is recognised by the Heritage Council as a significant cultural impact.</p>	<p>» This is noted and has been addressed as part of the SSDA documentation.</p>
<p>A Statement of Heritage Impact (SOHI) prepared by a suitably qualified heritage consultant in accordance with the guidelines in the NSW Heritage Manual.</p>	<p>» A Statement of Heritage Impact has been prepared in accordance with this item.</p> <p>» This report provides an assessment of the proposed works on the heritage significance of the identified items of significance in the vicinity. This includes items of local and state heritage significance and have been outlined in the report.</p> <p>» It should be noted that this report addresses, built heritage only. All archaeological assessments have been addressed in separate reports, prepared by Urbis.</p>
<p>The SOHI must address the potential historical and maritime archaeological values of the site. This should be addressed in an historical/maritime archaeological assessment(s) and be prepared by a suitably qualified archaeologist in accordance with the guidelines Archaeological Assessment (1996) and Assessing Significance for Historical Archaeological Sites and Relics (2009).</p> <p>The assessment(s) should identify what relics, if any, are likely to be present, assess their significance and consider the impacts from the proposal on this potential archaeological resource. Archaeological testing may be required to inform the EIS.</p>	<p>» A Historical Archaeological Assessment (HAA) and Maritime Archaeology Assessment (MAA) has been prepared in accordance with the relevant guidelines. The HAA and MAA will assess the archaeological potential of the subject site and significance of any identified resources.</p> <p>» The assessments will outline mitigation and management measures to minimise impacts to any identified archaeological resources. If impacts can't be avoided, then an archaeological research design and excavation methodology will be formulated which will guide on site archaeological</p>

Where harm is likely to occur, it is recommended that the significance of the relics be considered in determining an appropriate mitigation strategy. If harm cannot be avoided in whole or part, an appropriate Research Design and Excavation Methodology should also be prepared to guide any proposed excavations or salvage programme.	investigations to mitigate the impact to resources from the proposal.
Provide an Aboriginal Cultural Heritage Assessment Report (ACHAR), prepared in accordance with relevant guidelines, identifying, describing, and assessing any impacts to Aboriginal cultural heritage sites or values associated with the site.	<p>» An Aboriginal Cultural Heritage Assessment Report (ACHAR) has been prepared in accordance with the relevant guidelines. The ACHAR assesses the potential and significance for any Aboriginal cultural heritage which maybe present within the subject area.</p> <p>» The assessment will provide management and mitigation measure for any identified Aboriginal Cultural Heritage to minimise impacts from the proposal.</p>

Aqualand met with Heritage NSW representatives on 13 May 2025. The following matters were noted.

Matters raised	Proponent response
Conditions of consent discussed	» HNSW confirmed that 2 x ARDMs (Heritage and Maritime) are required to be lodged for review.
Management of archaeological resources	» HNSW require confirmation in the ARDM
Excavation Director	» HNSW confirmed that there can be more than one ED, with one of them being the Maritime Archaeologist.
Test pits	» HNSW will the location of the proposed pits and the methodology.

Aqualand intends to continue to meet with Heritage NSW regarding the Historical Archaeological Research Design and Excavation Methodology for EWDA-1/EWDA-2.

3.4 DPE Environment and Heritage (now DPHI/DCCEEW)

DPE invited the Environment and Heritage Group to comment on the SEARs. The following feedback was noted.

Matters raised	Proponent response
Biodiversity EHG granted a BDAR Waiver for this SSD on 11 August 2022. The determination on this request has been forwarded to the Planning Group separately.	» Refer to Environmental Impact Statement
Water and Soils	» Refer to Remedial Work Plan, Appendix P

EHG recommends the applicant addresses the attached EHG Water and Soils requirements.	
<p>Flooding</p> <p>The EHG Standard Flood SEARs which are included in Attachment A should be adopted for this SSD.</p>	» Refer to Flood Risk Assessment, Appendix T

A meeting was held with DPHI/DCCEEW on EWDA-1/EWDA-2 flood modelling/drainage issues. Aqualand agreed that the flood modelling will be completed for a range of storm events (1% AEP, 2% AEP, 0.2% AEP, PMF). The flood modelling has been completed as per DPHI/DCCEEW requirements and issued to DCCEEW on 22 March 2024.

3.5 NSW EPA

In its response to the scoping report the EPA noted they do not require any follow-up consultation nor further engagement on this proposal unless land contamination is identified at the site that meets the triggers in the Guidelines on the duty to report contamination under the Contaminated Land Management Act 1997.

They also referred consultation to the City of Sydney as they would be the Appropriate Regulatory Authority in relation to environmental matters regulated under the POEO Act.

A Teams meeting with EPA was held on 24 February 2023 to discuss the excavation of VENM area southeastern part of the site (remediated by Lendlease). EPA confirmed that no specific order and exemptions are required for materials classified as VENM.

3.6 Sydney Metro

In commenting on the SEARs, Sydney Metro requested the following matters be addressed.

Matters raised	Proponent response
Consideration of the State Environmental Planning Policy (Transport and Infrastructure) 2021.	» Ongoing
Compliance with the Sydney Metro Underground Corridor Protection Guidelines (available from www.sydneymetro.info).	» Refer to Sydney Metro Impact Assessment, Appendix X
Consultation with Sydney Metro.	» On-going

Ongoing meetings are being held with Sydney Metro regarding the new southern entry to Sydney Metro Barangaroo station as well as the interface works.

3.7 TfNSW

In commenting on the SEARs, TfNSW requested the following matters be addressed and that they and Sydney Metro be consulted as the application is prepared.

Matters raised	Proponent response
<p>Details of existing transport network, including:</p> <p>» Road hierarchy</p>	» Refer to Traffic, Transport and Accessibility Assessment, Appendix M.

<ul style="list-style-type: none"> » Pedestrian and cycle movements » Public transport services and infrastructure » Details of current daily and peak hour vehicle movements based on traffic surveys and / or existing traffic studies relevant to the locality 	
<p>Preliminary Construction Pedestrian and Traffic Management Plan that includes the following:</p> <ul style="list-style-type: none"> » Construction vehicle routes, types and volumes, noting that vehicle movements are to be minimised during peak periods » Construction program (duration and milestones) » On-site car parking and access arrangements for construction, emergency and construction worker vehicles » Cumulative impacts associated with other construction activities in the locality (if any) » Details of specific measures to ensure the arrival of construction vehicles to the site do not cause additional queuing on public roads 	<p>» Refer to Traffic, Transport and Accessibility Assessment, Appendix M.</p>
<p>Road safety at identified intersections near the site due to conflicts between construction vehicles and existing traffic, public transport, pedestrians and cyclists in the locality.</p>	<p>» Refer to Traffic, Transport and Accessibility Assessment, Appendix M .</p>
<p>Measures to mitigate impacts, including to ensure the safety of existing traffic, public transport, pedestrian and cyclists during construction.</p>	<p>» Refer to Traffic, Transport and Accessibility Assessment, Appendix M.</p>

Aqualand met with Transport for NSW representatives on 29 April 2024 to provide an update on planning for Early Works 2 DA. Transport for NSW noted that like those matters noted in the agency’s SEARs response, the key issues will be effective management of both pedestrian and traffic flows along Hickson Road when works commence. Transport for NSW will also wish to have input to the detail of future works zones adjacent to the site.

3.8 AUSGRID

On 04 May 2022 Ausgrid issued the Design Information Package to Aqualand for response. In a follow up meeting on 01 May 2024 raised no additional matters in response to the briefing but noted they would continue to provide design information to Aqualand and its consultants to inform the detailed design for provision of temporary site power.

3.9 Precinct neighbours

There has been ongoing engagement of precinct neighbours throughout the preparation of the DA_2. In addition, in March 2025 Aqualand met with the concierge service of One Sydney Harbour to outline the early works process and proposed community relations approach.

Matters raised	Proponent response
Regular communications such as monthly construction update and look forward are required. These should be in both English and Mandarin.	<ul style="list-style-type: none"> » This is provided for in the draft Community Relations Plan. » The suggestion for material in Mandarin is noted.
The point of contact for all communications should be the concierge who will then distribute information to residents.	<ul style="list-style-type: none"> » Agreed.
Timely notification of any out of hours work (scheduled and unscheduled) is encouraged.	<ul style="list-style-type: none"> » Agreed and is part of the Draft Community Relations Plan.
Residents use the Metro so maintaining amenable and safe access will be important.	<ul style="list-style-type: none"> » Safe and amenable access to the Metro station will be maintained throughout construction. » Refer to Traffic, Transport and Accessibility Assessment, Appendix M.
Aqualand should liaise with the building services manager if dilapidation reports are to be prepared.	<ul style="list-style-type: none"> » Agreed.
Before construction commences it is suggested Aqualand should present to the executive committees of One Sydney Harbour.	<ul style="list-style-type: none"> » Aqualand will liaise with concierge services about this closer to works commencing.
Prepare a summary fact sheet and consider a briefing about Mod 9 for the information of residents.	<ul style="list-style-type: none"> » Aqualand will liaise with concierge services about this.

3.10 Neighbouring community

In 2021 as part of the pre-lodgement community engagement process for MOD 9 for Central Barangaroo, Aqualand met with representatives of the Walsh Bay Precinct Association Committee and the Millers Point Residents Action Group.

Aqualand sought to provide an overview of the concept for the Central Barangaroo precinct and seek initial feedback from the local community. Some of the matters discussed during these local community meetings that were relevant to this Early Works DA2 are:

- » Proposed construction program and likely impacts on both businesses and residents.
- » More detail on the construction program and concerns about the extent of required excavation and how to manage high impact activity.

On 17 March 2025 Aqualand presented to the quarterly INSW Community Forum to outline the early works process and proposed community relations approach and seek feedback. Aqualand also presented to the Walsh Bay Precinct Association Committee on the 21 May 2025.

Matters raised	Proponent response
Aqualand should look at the Metro construction community relations program. The Metro team was very accessible and responsive.	<ul style="list-style-type: none"> » Noted and much of this approach is reflected in the draft Community Relations Plan.

The community should be regularly informed about works and processes put in place to notify people about any changes.	<ul style="list-style-type: none"> » The community relations plan proposes regular updates on works and advising stakeholders about any unscheduled works » The plan includes the communication processes.
Staging of works	<ul style="list-style-type: none"> » The early works are most likely to be staged north to south. Once completed construction is also likely to be staged north to south.
Measures to mitigate dust and noise.	<ul style="list-style-type: none"> » Refer to Air Quality Impact Assessment. » Refer to Noise and Vibration Impact Assessment.
No construction or operations traffic should be permitted to turn left into Hickson Rd as this will lead to heavy vehicles coming into the Millers Point and Walsh Bay.	<ul style="list-style-type: none"> » Right turn only is proposed during construction. » Refer to Traffic, Transport and Accessibility Assessment, Appendix M.
Request to brief groups such as MPRAG and WBMA closer to works commencing.	<ul style="list-style-type: none"> » Aqualand will liaise with INSW and the groups to arrange.
<p>Matters related to future SSDAs included requests for:</p> <ul style="list-style-type: none"> » Further information on: <ul style="list-style-type: none"> – sustainability initiatives – design excellence and choice of architects – the Hickson Rd pedestrian bridge and how public access will be ensured. – the public domain and ground plain – retail and hospitality offer » Consultation on future SSDAs. 	<ul style="list-style-type: none"> » Noted for consideration in future SSDAs.

On 04 April 2025 Aqualand met with the KU Lance Children’s Centre 37 High St to outline the early works process and proposed community relations approach and seek feedback.

Matters raised	Proponent response
Hours of works and respite periods	<ul style="list-style-type: none"> » For further liaison closer to works commencing and conditions being known
Noise impacts and proposed mitigations	<ul style="list-style-type: none"> » Refer to Noise and Vibration Impact Assessment.
Dust impacts and proposed mitigations	<ul style="list-style-type: none"> » Refer to Air Quality Impact Assessment.
Further consultation on pedestrian bridge being proposed	<ul style="list-style-type: none"> » Noted
Timely notifications and updates	<ul style="list-style-type: none"> » Refer to Draft Community Relations Plan
Someone to contact who is approachable and responsive	<ul style="list-style-type: none"> » Refer to Draft Community Relations Plan

Detailed responses to many of these matters can be found within the following EIS reports:

- » Remedial Works Plan.
- » Traffic, Transport and Accessibility Assessment.
- » Air Quality Impact Assessment.
- » Noise and Vibration Impact Assessment.

Aqualand will also implement a Community Relations Program to inform neighbouring residents and businesses of construction activities and implement a range of communication channels to receive and respond to queries and feedback about construction activities. This includes a 24-hour contact line and a program of regular construction updates. The Draft Community Relations Plan is appended to this report.

4 Ongoing consultation for SSD-46922214

Following the lodgement of the Early Works Stage 2 SSDA, the DPHI will place documentation on exhibition for public and agency comment.

Pending determination, Aqualand will continue to work with neighbouring stakeholders as the early works related DA 1 are undertaken. As noted in the previous section Aqualand will implement a community relations program to inform neighbouring residents and business of construction activities and establish a range of communication channels to receive and respond to queries and feedback about construction activities. This program will be implemented prior to works commencing.

Appendix: Draft Community Relations Plan

**CENTRAL
BARANGAROO:
DRAFT
CONSTRUCTION
COMMUNITY
RELATIONS PLAN**

SYDNEY'S NEW COSMOPOLITAN
NEIGHBOURHOOD BY AQUALAND

**CENTRAL
BARANGAROO**

ACKNOWLEDGMENT OF COUNTRY

We would like to acknowledge the Gadigal people who are the Traditional Custodians of this

land. We would also like to pay respect to the Elders both past and present of the Eora Nation and extend that respect to all Aboriginal people.

DRAFT

INTRODUCTION

This Draft Construction Community Relations Plan has been prepared by Elumni Consulting for Aqualand to accompany a State Significant Development Application (SSDA) for the proposed early works at Central Barangaroo.

This plan will guide communications and community relations activities related initially to early enabling construction works. The plan will also form the foundation for a more comprehensive community relations program to support the ongoing development of Central Barangaroo.

The plan contains information about the stakeholders, agreed communication processes, protocols and engagement approaches for key stages of the project.

Aqualand will implement a program of targeted information and effective community relations to:

- establish clear expectations and lines of communication regarding construction activities
- ensure neighbours, tenants and local businesses are kept up to date with construction information
- ensure potential impacts are identified and mitigated as early as possible.

01 THE SITE

The site is located in Central Barangaroo, which forms part of the wider Barangaroo Precinct comprising a total area of 22ha. It is located in the north-western edge of Sydney CBD and falls within the City of Sydney Local Government Area (LGA). Barangaroo Precinct interfaces with Hickson Road in the east, the foreshore in the west, Walsh Bay to the north and Darling Harbour in the south.

The Precinct is divided into three distinct development areas, including:

- **Barangaroo South** (approx. 7.5ha) – Located at the southernmost end of Barangaroo Precinct. Progressively built over the last six years and includes a mixed-use neighbourhood comprising commercial office buildings, mixed use buildings, shops, cafes, hotel and community uses.
- **Central Barangaroo** (approx. 5.2ha and area subject of SSDA) – Located between Barangaroo South and Barangaroo Reserve. Currently vacant and undergoing site preparation works to facilitate a mixed-use area with a focus on retail activation, residential and community uses.
- **Barangaroo Reserve** (approve 6.1ha) – Located in the northern end of the Precinct featuring open space and lookout points to Sydney Harbour, Nawi Cove and Marrinawi Cove. Barangaroo Reserve also features the Cutaway – a future arts and cultural entertainment space.

The above results in a total area of 18.8ha. The residual 3.2ha is represented by the reshaping of the former industrial headland into Barangaroo Reserve and the creation of Nawi Cove as a substantial water body within the Barangaroo Precinct. The residual together with the three development areas form the total 22ha site.

A summary of the Central Barangaroo site is provided in **Table 1**.

ITEM	DESCRIPTION
Site Area	5.2ha (approx.) of the 22ha Barangaroo Precinct
Ownership	Infrastructure NSW
Legal Description	Lot 52 Deposited Plan 1213772

The area currently features a large concrete hardstand area/construction site that is occupied by temporary structures for site preparation works, machinery, materials and vehicle parking for site workers. Hoarding is currently erected around the Central Barangaroo site.

02 PLAN OBJECTIVES

The key objectives of the communications and community relations activities are:

- **Be a good neighbour** to adjacent residents and business community, and visitors to Barangaroo Reserve and pedestrians and cyclists using the extensive waterfront walks.
- **Ensure the community and key stakeholders are well-informed**, ahead of time, about the construction process and how it may impact them.
- **Provide clear information** on how construction activity will be staged, including hours of work (particularly noisy or weekend work); changes to car parking arrangements and traffic flow during construction; and updates about access points into and out of the construction area.
- **Provide an avenue for the community to make enquiries or report an issue** about any aspect of the construction process.

This Plan will enable Aqualand and their contractors to:

- **Manage project risk** by anticipating, assessing and where possible mitigating potential impacts on the community and key stakeholders.
- Inform stakeholders and the community of upcoming works and potential impacts to **establish realistic and clear expectations** about the nature and duration of activities.
- **Provide accessible channels** for receiving and responding to queries, feedback and complaints.
- **Respond to community** and key stakeholder contact in a timely and professional manner.
- **Listen to, and learn from**, complaints, enquiries and feedback received from the community and key stakeholders.

03 ABOUT THE EARLY WORKS

Early works will include the following.

- The construction of a secant pile retention wall along the Hickson Road (eastern) boundary.
- Sydney Metro / Hickson Road interfaces – perimeter retention wall interface works, and Hickson Road public domain interface works.
- Establish the site and installation of temporary plant and equipment, including dewatering and bentonite slurry plant and ancillary services.
- Construction of perimeter retention wall, including any required excavation, associated rock anchors and PRW capping beam construction.
- Archaeological investigations and associated remediation in the area of excavation and works.
- Temporary services diversion.
- Provision for future services.
- Associated “tie-in” works to Metro Interface Wall and the secant pile wall proposed by the applicant under SSD-39587022.
- De-stressing and removal of existing anchors supporting Sydney Metro pile wall.
- Bulk excavation for the provision of a future basement and associated rock anchors (including anchors to support the secant pile wall approved in SSD-39587022).
- Construction of foundation piling.
- Installation of waterproofing membrane.
- Construction of hydrostatic slab.
- Structure and waterproofing for the Barangaroo Metro station southern entrance interface next to the existing Sydney Metro pile wall.

04 BARANGAROO CONSTRUCTION CONTEXT

There are several major construction and urban development projects that will coincide with these proposed early works. This plan will need to acknowledge and consider these other projects when communicating with key stakeholders and the community and planning for on-the-ground construction.

Nearby projects include:

- restoration and renewal of Hickson Road,
- construction of foreshore park within Central Barangaroo, and
- fit out of the Cutaway into an arts venue.

05 CONDITIONS OF CONSENT

Construction of major city shaping projects such as Central Barangaroo inevitably involve some disruption to surrounding areas. Aqualand will work with DPHI, City of Sydney, neighbours, key stakeholders, and transport authorities to confirm and plan for minimum impact and disruption as far as possible.

While actual conditions of consent and hours of work and noise are yet to be determined, it is anticipated that the proposed construction works will be subject to the following conditions:

- **Construction hours:** Typically, all construction work in the Barangaroo precinct must be carried out between 7am and 6pm on Monday to Friday and between 7am and 5pm on Saturdays, with no work on Sundays or public holidays. These hours may be modified as part of DA consent and after a contractor has consulted relevant planning authorities. Any high noise impact activities are likely to be restricted to between 8am and 6pm on Monday to Friday and between 8am and 1pm on Saturdays.
- **Impact mitigation measures:** These are outlined in the Remedial Works Plan, Traffic, Transport and Accessibility Assessment, Air Quality Impact Assessment and Noise and Vibration Impact Assessment.

Once contractors are appointed detailed Management Plans will be prepared for the early works. These will be incorporated into an updated version of this plan.

Construction and excavation are anticipated to be undertaken over an approximated 28-month program with works covered in the approved Early Works DA 01 (SSD-39587022) expected to commence in the second half of 2025.

DRAFT

COMMUNITY RELATIONS APPROACH

01 PRIMARY OBJECTIVES

Effective community engagement ensures that interaction with the community and key stakeholders is maintained at an acceptable level for the duration of construction. The primary objectives of the engagement process for construction works are as follows.

- Facilitate the progress of development by anticipating, assessing and where possible mitigating potential impacts on the community and key stakeholders.
- Manage expectations about potential impacts.
- Establish constructive relationships with the community, neighbours and businesses in preparation for when works are carried out.
- Inform stakeholders and the community of potential impacts, upcoming works and status of construction works in a timely manner.
- Foster positive relationships through two-way communication with the community that is open and honest.
- Identify potential opportunities for working with key stakeholders and neighbours as the project progresses.
- Listen to and learn from complaints, enquiries and feedback received from the community and key stakeholders and manage issues accordingly.
- Provide personalised responses to community and key stakeholder contact in a timely and professional manner.
- Prepare required documentation to inform regular reporting.
- Protect the reputation of Aqualand and NSW Government.

02 WHAT WILL WE NEED TO MANAGE?

Project risks and impacts have been categorised below. Of these, the most immediate priorities are:

- ensuring the safety of people moving in, through and around the site during the construction process,
- minimising impacts upon the amenity of nearby residents and businesses.

Key risks are as follows.

Safety

- Safety of pedestrians and cyclists who regularly travel to or around the area.
- Safety of nearby workers and employees.
- Safety of car, bus, taxi and courier drivers and passengers navigating changed traffic conditions within the area.
- Safety and security of the construction site and its surrounds during construction.
- Safety of construction contractors and subcontractors.

Direct construction impacts

- Noise.
- Dust.
- Vibration.
- Environmental impacts (stormwater runoff).

Amenity impacts

- Workforce behaviour.
- Amenity of people using Barangaroo Reserve and the Wulugul Walk.
- Amenity of people using nearby eating and dining precincts.
- Disruption to residents and businesses in nearby buildings.

Vehicle and public transport access

- Changed car/public transport/commuter access.
- Changed access for courier, postal and delivery vehicles and staff.
- Potential congestion and delays in surrounding streets and commercial areas.
- Site orientation for emergency and service vehicle access.

Pedestrian and cycle access

- Changes to pedestrian access/routes.
- Changes to cycle access/routes.
- Wayfinding and directional signage for visitors to the area.

Parking

- Workforce parking in adjacent residential areas.

Timing

- Construction hours (depending on conditions of consent).

Other potential, albeit low risk, potential impacts

- Oil or petrol spills.
- Machinery accident or incident.
- Excavation, building or scaffolding collapse.
- Contamination incident or exceedance.
- Accidents on adjacent arterial roads.
- Flooding during peak rain events.

03 MITIGATION MEASURES

All works will be conducted in accordance with relevant EPA guidelines and regulations.

As the area has been significantly remediated the site is considered relatively low risk in terms of contamination, with contaminants likely to be typical of inner-city sites such as building rubble, soil, concrete and rock etc..

For some of the project risks and impacts, specialists will be engaged by Aqualand to address technical aspects. Preparation of a site-specific Construction and Environmental Management Plan will ensure risks are identified, along with mitigation measures specific to the project and site.

A range of mitigation measures as follow will be implemented prior to and during site preparation and construction works.

RISK/IMPACT	MITIGATION APPROACH
Direct construction impacts	<p>Noise, dust and vibration will be addressed through the following.</p> <ul style="list-style-type: none"> • Restriction of high noise activities to between insert additional details once determined>on weekdays, insert additional details once determined> on Saturdays, • Dust suppression • Site screening and hoardings • Independent monitoring of air quality and noise • Exit truck wash down • Placing highly visible signage around the construction site • Additional conditions to be added once the SSDA and CEMP are finalised <p>Environmental impacts, such as stormwater and pollutant runoff, will be addressed in the CEMP.</p> <p>Effective communications and community relations will also be important to respond to issues as they arise and establish realistic expectations regarding the impacts of the redevelopment.</p>
Social and economic impacts	<ul style="list-style-type: none"> • Proactive and timely notification and community engagement • Provide regular updates • Greater detail can be added as the SSDA, Community Relations Plan and CEMP are finalised.
Traffic, transport, parking and access	<p>There will be a range of management measures and requirements to minimise these impacts. These may include the following.</p> <ul style="list-style-type: none"> • Traffic controllers at site access points • Placing signage around Hickson Road advising of changed traffic and access arrangements • Signage along waterfront promenade and Wulugul Walk advising of changed pedestrian and cycling access arrangements when required • Greater detail can be added as the SSDA, Community Relations Plan and CEMP are finalised.

04 PROJECT STRUCTURE PERSONNEL AND ROLES

ORGANISATION	ROLE	PERSONNEL
Aqualand	Development partner	TBD
Infrastructure NSW	Landowner	TBD
TBD	Site Superintendent	TBD
TBD	Environmental Engineer	TBD
TBD	Site Auditor	TBD
TBD	Remediation Contractor (if required)	TBD
TBD	Communications and Community Relations	TBD

DRAFT

WORKING WITH STAKEHOLDERS AND COMMUNITY

05 STAKEHOLDERS

There are a wide range of stakeholders with varying interests in the construction of Central Barangaroo. Broadly, these stakeholders can be placed into the following seven categories.

CATEGORY	STAKEHOLDERS
Agencies and authorities	<ul style="list-style-type: none"> • City of Sydney • NSW Department of Planning, Housing and Infrastructure • Transport for NSW • Sydney Metro • INSW: Barangaroo Reserve and The Cutaway • Placemaking NSW - Barangaroo; The Rocks: Walsh Bay Arts Precinct; and King St Wharf Darling Harbour
Residents and business groups	<ul style="list-style-type: none"> • Millers Point Residents Action Group (MPRAG) • Walsh Bay Precinct Management Association
Neighbouring community	<p>Residential</p> <ul style="list-style-type: none"> • High St, Millers Point • Argyle Place • Kent Street, Millers Point • Kent Street strata committees / owners corporation • One Sydney Harbour - Residential strata committee / owners corporation • Crown Sydney - Residential strata committee / owners corporation <p>Hotels and clubs</p> <ul style="list-style-type: none"> • Crown Sydney Resort and Hotel • The Langham • Palisades • Lord Nelson

	<p>Sensitive receivers</p> <ul style="list-style-type: none"> • KU Lance Childcare Centre, High St
Business	<p>Business owners, staff, lessees and customers in and around Barangaroo including but not necessarily limited to:</p> <ul style="list-style-type: none"> • Walsh Bay • Argyle Place • Barangaroo South • Crown Sydney Hotel Resort • The Bond
Recreation and park users	<ul style="list-style-type: none"> • Users of: <ul style="list-style-type: none"> – Barangaroo Reserve – Wulugul Walk • Cutaway hirers • Cutaway visitors
Road users	<ul style="list-style-type: none"> • Hickson Road and Barangaroo Avenue / Barton Street <ul style="list-style-type: none"> – Delivery vehicles – Local residents – General commuters – cars, cyclists and pedestrians
Broader community and general public	<ul style="list-style-type: none"> • Wider community, tourists and visitors to the area

06 APPROACH

Aqualand is adopting a comprehensive community engagement process to ensure stakeholders are kept well informed and have opportunities to provide feedback to the project team including the appointment of a Community Liaison Officer.

The Community Liaison Officer will:

- provide a single point of contact for the community who can coordinate an agreed protocol for reporting and escalation of issues to Aqualand and where required INSW,
- actively seek out and listen to local community issues and concerns regarding construction and civil works,
- establish constructive relationships with community leaders and stakeholder groups,
- help develop solutions to community concerns.

07 ROLE OF THE COMMUNITY LIAISON OFFICER

Aqualand will appoint a Community Liaison Officer (CLO) to provide a consistent point of contact for the community and will be accessible via a dedicated 1800 number and be on call for specific issues. The CLO's role is to:

- be the key point of contact for the community and key stakeholders (including proactively checking in with businesses, residents, workers and other stakeholders as identified),
- establish effective communication channels with residents and key stakeholders,
- respond to enquiries, complaints and feedback,
- liaise closely with the Site Manager and other key staff and notify the project team of complaints and enquiries received from neighbours, residents, businesses and other key stakeholders,
- assist in resolution of community and stakeholder issues,
- implement all community relations procedures, protocols and operational day-to-day community relations activities,
- collect feedback to assist ongoing improvement to procedures and protocols,
- establish and maintain the Consultation Manager database to record and log all interactions, queries and feedback,
- assist in preparing reports to Aqualand and INSW,
- review and coordinate distribution of communications materials (including regular newsletters for the general area and updates for immediate neighbours and those in direct proximity to the works),
- be responsible for ensuring DPHI, INSW and City of Sydney are updated with information when necessary,
- be familiar with Aqualand's objectives and required outcomes for this project.

08 ENGAGEMENT AND COMMUNICATION TOOLS AND TECHNIQUES

A summary of recommended community relations tools and techniques are provided below. These have been chosen with a view to ensuring accessibility of information (given the diverse range of

stakeholders) to target groups in the lead up to and during construction, and to engage with the many stakeholders about potentially complex access and construction impacts. It is anticipated that for early works packages not all engagement tools will be utilised due to the relatively low impact activities .

Techniques are categorised as:

Face to face

- Key stakeholder briefings.
- Doorknocks.
- Community liaison activities such as meetings and briefings.
- Traffic marshalls.

In-situ notices and signage

- Prominent site and hoarding signage.
- Wayfinding signage.
- Electronic variable signage for traffic changes.
- Message boards around the Precinct and identified areas of activity.

Written communications

- Newsletters.
- Fact sheets.
- Q&A documents.
- Access maps.
- Flyers handed out to commuters.

Online/social

- Links on project website.
- Social media.
- Construction updates on project website.
- Updates on milestones.
- Opportunities for people to continue to provide feedback online.

Channels

- 1800 dedicated project number.
- Project email address.

The table below details the anticipated tasks and timing for community engagement and communication activities.

TECHNIQUE	PURPOSE	STAKE-HOLDERS	ACTIONS
Preparation of an integrated Communication and Community Relations Plan	<ul style="list-style-type: none"> • Guide all activities prior to, and during, construction works • Provide a strategic framework for the project 	All	<ul style="list-style-type: none"> • To be finalised once conditions of consent are known and in consultation with appointed construction contractor
Project website	<ul style="list-style-type: none"> • Ensure an accessible and inclusive avenue is available for people to obtain high-quality, detailed information about the project and construction works • Website to be updated regularly to coincide with construction milestones and key works and to reflect the latest news about the project • Provides additional avenue for notification of work 	All	<ul style="list-style-type: none"> • Specific construction works related portal on the Aqualand Central Barangaroo website • Provide regular text updates • Organise web uploads • Email, comments and registrations of interest forwarded to the Community Liaison Officer • Maintain consultation database to track enquiries
Project information line	<ul style="list-style-type: none"> • Provide a contact point for interested members of the community to seek further information on the project • Key mechanism to receive enquiries and complaints regarding construction works 	All	<ul style="list-style-type: none"> • All calls to be processed by CLO, as per the complaints handling flowchart in this plan • All calls to be logged in the communications database and followed up as described in the protocols and procedures section of this plan • Team members to be provided complaints handling process flowchart
Feedback register:	<ul style="list-style-type: none"> • Ensure comprehensive record of contacts and set in place procedures for closing out all calls, complaints and queries • To generate reports and assist in the process of notifying all registered stakeholders 	All	<ul style="list-style-type: none"> • Access will be provided to key project team members • Oversight and actioning on an ongoing basis

	<ul style="list-style-type: none"> • Important to demonstrate engagement and response times – and to measure progress against community relations objectives 		
Project email	<ul style="list-style-type: none"> • Provides an avenue for the community and key stakeholders to provide feedback on the project and construction issues • Provides a tool for distributing project information to interested stakeholders on mass in a timely manner 	All	<ul style="list-style-type: none"> • Set up project specific email address/website • Email inbox to be checked daily • Emails responded to within 24 hours • Ongoing for the duration of the project
Signage and on-site variable messaging	<ul style="list-style-type: none"> • Provides the community with project information about: <ul style="list-style-type: none"> – construction works – emergency contact details – safety information • Directional information and traffic changes 	Local residents and business Commuters and pedestrians Local transit providers	<ul style="list-style-type: none"> • Design, prepare and place signage on site hoardings, fences or appropriate locations within and surrounding affected areas • Signage to be in place 24 hours a day
Doorknocking and community liaison	<ul style="list-style-type: none"> • Opportunity to communicate directly with surrounding residents, neighbours and local businesses in a one-on-one and personal manner • Provides community with information on the project and allows them to provide feedback and remain involved • Establishes relationships and heads off potential issues or concerns • For those not available during doorknocking, 'calling cards' would be left for them with contact details, project email, 1800 number etc. 	Local residents, businesses, neighbours	<ul style="list-style-type: none"> • Develop an agreed catchment map • Door knocking of neighbours, local residents and businesses • Reporting of feedback to the project team

Project newsletters/ notification	<ul style="list-style-type: none"> • Accessible document (double-sided, A4 format) to keep stakeholders informed of the latest project information • Mechanism to notify stakeholders of upcoming construction works and project contact details via letterbox drop • Email version available and sent to strata managers and community members registered to receive emails • Note all email blasts to be bcc'd for privacy reasons 	<p>Local residents, businesses and neighbours</p> <p>Government stakeholders</p>	<ul style="list-style-type: none"> • Draft and distribute regular newsletters to agreed catchment area, as agreed by project team • Send to other key stakeholders and those who have registered to be on the project mailing list • First newsletter to be distributed prior to construction commencing • Distribution of subsequent newsletters on a works milestone basis or at minimum every two months • Updates regarding any changed arrangements to be communicated prior to works commencing
Briefings	<ul style="list-style-type: none"> • Opportunity for people to meet the project team, contract manager • Opportunity to communicate directly with peak organisations in one-on-one forum • Build relationships with neighbours and local businesses • Proactively resolve key issues and/or obtain input to specific elements of the project, can include scheduled regular meetings with peak bodies to provide construction update, timeframe update, issues and complaints/compliments and any other key items 	<p>Local residents/ neighbours</p>	<ul style="list-style-type: none"> • Prepare presentation materials and fact sheets
Monthly reporting	<ul style="list-style-type: none"> • Outline engagement activities undertaken, and key issues raised during consultation with the community and key stakeholders • Monthly reports will contain: 	<p>All</p>	<ul style="list-style-type: none"> • Collate feedback received during community relations activities • Draft and finalise report • Confirm who reports will be provided/circulated to

	<ul style="list-style-type: none"> - type of contacts (enquiry/complaint/telephone/ email/face to face - number of contacts received (enquiries and complaints) - date and time of contact - name of stakeholder and contact details - issues/concerns/feedback provided - response time - actions taken - resolution times for complaints and the number of unresolved complaints 		<ul style="list-style-type: none"> • First report due one month after construction work begins • Reports completed monthly thereafter, or as specifically requested
--	--	--	---

ACTION PLAN FOR EARLY WORKS

09 SSDA: CENTRAL BARANGAROO EARLY WORKS – HICKSON ROAD INTERFACE

Two weeks prior to works commencing

- Establish
 - construction community relations page on Aqualand’s Central Barangaroo website
 - 1800 number
 - point of contact (CLO) to deal with community queries etc.
- Prepare and distribute initial construction communications newsletter
- Commence program of online briefings to introduce CLO (online) to the
 - Walsh Bay Precinct Management Association
 - Millers Point Residents Action Group
 - Crown Sydney Hotel Resort
 - Building managers of larger strata committees
 - Local childcare centres
- Place signage around site perimeter noting contact details
- Implement wayfinding signage and alternative access if required

Upon commencement of works

- Monthly or bi-monthly newsletter updates showing forward work program
- CLO to respond to queries and complaints as per protocols
- Coordination meetings with Sydney Metro
- CLO to check in with key stakeholders on a regular basis
- Individual follow up in the event of any major incidents
- Update wayfinding signage and alternative access where required
- Notification of any unscheduled out of hours or high impact works
- Attendance at meetings of MPRAG and WBPMA

Action plans will be developed for future SSDAs as the project evolves

PROTOCOLS AND PROCEDURES

10 COMMUNICATION AND CONSULTATION PROTOCOLS

The Central Barangaroo project will have strict communications protocols for interaction with members of the public and key stakeholders as well as for internal communication.

Agreed protocols will be in place for the following community relations activities.

- Impact minimisation.
- Traffic management.
- Public enquiries and complaints.
- Contractor behaviour and site maintenance.
- Training and induction.
- Emergency response.
- Communication materials approval process.
- Media and communications.

Aqualand will nominate the CLO, who will have the primary responsibility for maintaining a record of and actioning all project- related contacts (complaints or enquiries) and escalating matters to the Development Manager and/or Site Manager.

If the contact matter falls outside the scope of the civil works, it will be referred to <insert name of contact> for a response.

Contact points

There will be three main points of public contact.

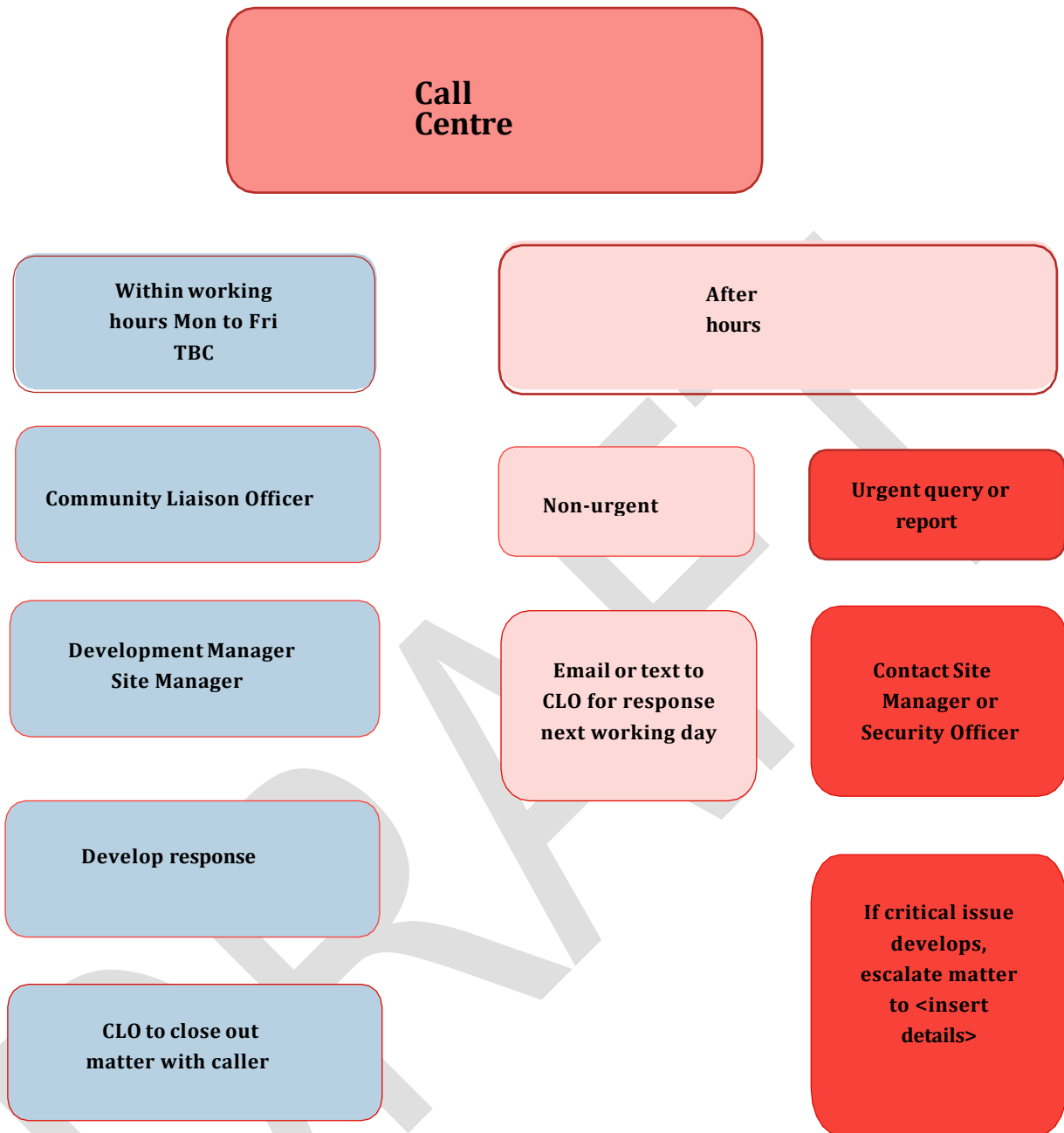
- Central Barangaroo project information line 1800 <details to be confirmed>
- Website/email address community@TBC.com.au (directly forwarded to CLO)

Only the authorised CLO and Aqualand representatives will handle complaints and enquiries.

Two weeks before works commence the project telephone line will be operational. The project telephone line will be managed by a 24-hour call centre to ensure that a personalised response can be given to all calls; these will then be logged and forwarded to the CLO or Site Manager during working hours as detailed below.

- Monday – Friday during work hours (TBC)
- Saturday (TBC)

The Call Centre will be provided with a script and escalation protocols prepared by the CLO and approved by Aqualand.



Outside of these hours, all calls will be answered for actioning the next working day; in the case of an emergency (i.e. fire, noise, security alert or someone or something trapped on site) the Site Manager or Security Officer will be contacted by the call centre. The call centre employs staff skilled in triaging and making decisions on the urgency of particular matters and incidents.

Depending on the critical nature/urgency of the issue, the Site Manager or Security Officer will then contact the Duty Development Manager. It is the responsibility of the Development Manager to nominate an alternative out-of-hours contact should they be on leave or unavailable.

The project website/email address will be checked as a minimum daily on weekdays with an out-of-office message over the weekend.

Face-to-face contact is likely to occur through the regular doorknocks and walk-arounds that will be undertaken by the CLO. Any queries directed to the project team while working in and around the site are to be referred on to the project information line, CLO or Duty Development Manager <contact name and details to be confirmed>.

Contact handling process (general)

All contacts (report, enquiries or complaints) will be handled in a timely and responsive manner. A complaint is an expression of dissatisfaction with either construction works or the actions of contractors. A query is request for information. A report is conveying information about a matter of safety or site security.

A record will be kept of all contact, including telephone and face-to-face communication. Details will be entered either directly into a contact database maintained by the CLO or documented on a Record of Contact form and subsequently entered into the contact database.

The CLO, Aqualand and all relevant contractors will have access to Record of Contact forms. The contact database for contacts received will note the following:

- type of contact (enquiry/complaint and telephone/email/letter/face-to-face)
- day and time of contact
- team member receiving contact
- name of stakeholder and contact details (if consent to record personal details is not provided, that contact will be recorded but will not include personal details)
- tone of the contact, particularly if angry or upset
- team member to whom the contact was referred (if needed) and the referral date
- for contact requiring action, record the action taken, response provided and the completion date
- for contact where no further action will be taken, record the reason/s why no action was taken
- for contact where further action is required, record required actions, contact the occupant/community member to confirm/clarify:
 - the nature of the issue
 - reasons (if any) for its occurrence
 - criteria upon which the issue was assessed
 - how the issue has been addressed
 - steps taken to prevent re-occurrence of either the issue, or the contact if based on a complaint
- after contact has been resolved, record the resolution reached and the completion date.

Complaints handling procedure

Complaints registered by the CLO via the project phone line will be referred directly to the contractor and simultaneously logged into Consultation Manager.

The contractor is to advise the CLO as soon as practicable after investigation as to the nature and cause of the complaint to enable the CLO to report back and close the issue. Where a complaint is made directly to the contractor, they are to immediately advise the CLO of the complaint for logging and actioning.

Contact response times

Some contacts will be resolved on the spot, other contacts will require acknowledgement and further investigation in order to action and complete. Details of the response times for different kinds of contact are as follows:

Contact type	Method	Acknowledge	Resolve	Note
Enquiry	Face to face	Endeavour to acknowledge within 24 hours of receipt	Within two working days	Advise <insert contact details> within 24 hours of receipt
	Telephone			
	Email			
	Letter			
Complaint	Face to face	Endeavour to acknowledge within 2 hours of receipt	Within one working day	Advise <insert contact details> immediately upon receipt
	Telephone			
	Email			
	Letter			

The contact database will track the status of enquiries and complaints and delegate actions to the appropriate project team members. The CLO will have responsibility for ensuring all contacts are actioned in a timely manner.

Where a contact requires further attention or follow up resolution, the CLO will investigate the contact with appropriate team members and contact the community member to advise of any actions. The CLO will maintain ongoing contact with the caller/emailer until the issue is resolved satisfactorily and will keep Aqualand informed of progress.

Response times to contacts will be monitored to track the efficacy of the project team's community relations activities.

Stakeholder consultation database

The CLO will handle most public contacts associated with delivery of the project. All enquiries and complaints will be managed promptly, efficiently, and appropriately with the assistance of a consultation database to record, track, action and close-out enquiries and complaints from stakeholders and the community. The database will be a practical tool to identify and track issues as they arise and log all incoming and outgoing contact with stakeholders and community members.

The consultation database will be available to <insert contact name> from Aqualand and other members of the project team. Reports will be supplied monthly detailing information line activity. This information will not be supplied to any other third party.

Dispute resolution

Where a major dispute or complaint cannot be resolved by the CLO, the following dispute resolution procedures will apply.

- A meeting will be convened between Aqualand (CLO and Development Manager), the contractor and the complainant.
- This meeting will be convened as soon as possible.
- Failing resolution at the initial meeting, a further meeting with the Development Manager, CLO and the complainant will be convened. This meeting will be convened as soon as possible
- Failing resolution, a final meeting with the Development Manager, CLO and the complainant will be convened. This meeting will be convened as soon as possible to come to a mutually agreeable solution.
- If the matter is still not resolved it will be referred to Aqualand's Project Director.

Communications approval protocol

All communication materials and written correspondence with members of the public and relevant stakeholders, including letters, notices, media releases and any other program communications materials must be approved by Aqualand prior to release.

The CLO will work with Aqualand to build sufficient timeframes into work plans to ensure timely delivery of communication materials (seven days prior to the commencement of works).

Contractor behaviour protocol

All members of the project team and contractors will always present a professional image and:

- be polite, professional and courteous,
- be appropriately attired,
- observe agreed working hours and conditions,
- be respectful of the community/neighbourhood they are working in,
- be considerate as to how their work may impact on the surrounding community,
- park in areas designated within the construction traffic management plan,
- refrain from answering residents' questions unless authorised and direct any enquiries or complaints to the CLO, and
- take a personable approach to dealing with the community and direct their enquiries to the Site Manager or CLO.

Training and induction protocol

All contractors will receive a community awareness briefing prior to commencing work on site. The construction contractor will be responsible for ensuring all staff and subcontractors are aware of their responsibilities regarding the behaviour protocol. The construction contractor will forward the CLO a record of all workforce briefings undertaken.

Emergency response protocol

All emergencies will be responded to in accordance with approved procedures.

Indicative timeline

<To be inserted pending approval >

For all enquiries please contact

CLO

M:

E: @aqualand.com.au

THANK YOU